The 417th Base Support Battalion (BSB) continuously designs and improves our operational processes through performance analysis and the identification of stakeholder requirements. Decentralized and cross-functional process management through Key Process Teams (KPTs) and Key Support Process Owners (KSPOs) is our tool for turning these requirements into high quality products and services across a geographically dispersed and highly diverse organization.

The 417th BSB 8-Step Design Process

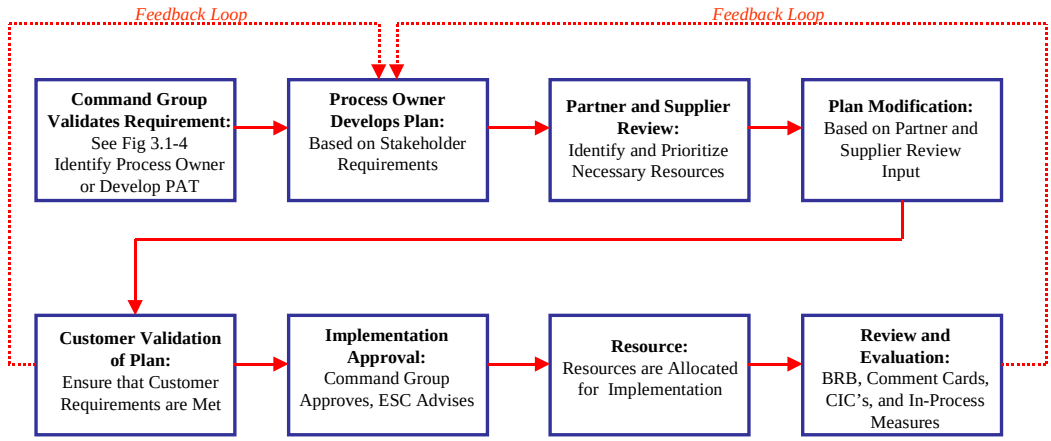

Figure 6.1-1

6.1a(1) As shown in Figure 6.1-1, the Command Group validates Customer requirements received primarily through our Customer Information Channels (CICs) (Figure 3.2-1). Proponency is then given to one of the KPTs or KSPOs if the requirements dictate redesign of an existing process. Responsibility for the design of a new product or service is given to a particular agency or Process Action Team (PAT). In either case, the proponent translates Customer requirements into an initial design, and if applicable, suppliers and partners review the design, providing input that helps the proponent identify and prioritize necessary resources. Feedback from partners and suppliers is then used to modify the design before it is forwarded to the Customers or end users of the product or service. Once validated, the proponent presents the plan to the Command Group and appropriate members of the Executive Steering Committee (ESC) for approval. The approved plan is then appropriately resourced and results are continuously monitored through performance analysis and stakeholder feedback. Feedback loops are built into the process should the initial design not be approved by either Customers or the ESC. In both cases, the proposed plan is returned to the proponent for modification.

6.1a(2) Through our over forty CICs, the Customer Feedback Committee (CFC), KPTs, and KSPOs, the 417th Base Support Battalion aggregates and analyzes Customer requirements. Since these requirements are continuously changing, we make use of a systematic process for validating Customer needs and requests (Figure 3.1-4), and then for integrating them into the design and redesign of our products and services (Figure 6.1-1). As discussed in Category 3.1a(2), we surveyed our Customers as to the most important features of all our products and services and these have become our Customer Service Standards. When Customer feedback indicates that these standards are not being met, the product or service is modified to meet Customer expectations. For example, comment card results indicated hours of operation in the Giebelstadt Consolidated Mailroom were not convenient for soldiers stationed there. Conducting a survey to determine the hours that best met our Customers' needs, opening times were quickly tailored to be responsive to the specialized missions of Giebelstadt units.

6.1a(3) Identifying and implementing new technology into the design or enhancement of our processes is the primary means that the 417th Base Support Battalion employs to help us achieve our Strategic Goals of "Maximizing Stewardship of our Resources" and "Transforming to State-of the-Art Information Management and Technology." Our approach to doing this is illustrated in Figure 6.1-2. With a sound understanding of the key requirements and technological capabilities of the process, the owner is responsible for proactively surveying new technology for possible application. This information is sought from several sources, using many different techniques, depending on the process. For example, the cleaning of oil spills was always a very lengthy and ineffective process with the traditional use of sawdust. Through technical publications, our Environmental Manager identified a new product called "Stardust," which we tested and discovered to reduce cleaning time by 50%, and to be much more effective in thoroughly absorbing such spills.

Identification of New Technology

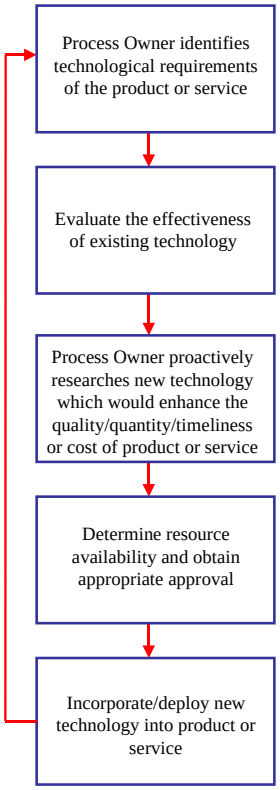

Figure 6.1-2

6.1a(4-6) The design of new products and services is a team responsibility within the 417th Base Support Battalion. This deliberate approach was developed to ensure that all agencies which will have a stake in producing or delivering the product or service are involved in the design process. The cross-functionality of these teams ensures that important factors such as productivity, cost-effectiveness, new technology, and efficiency are thoroughly considered. Additionally, review of the proposed design is accomplished by a variety of agencies and individuals who will either be Customers of the product or service, or partners and suppliers

Key Process	Process Requirements	Performance Indicators	Standards	Control Strategies
Facilitate High Quality of Life	Customer-Driven MWR Programs Clean, Well-Maintained Housing Timely Access to Health Care Adequate/Available Housing Customer-Driven Religious Programs	CSI with Recreation Programs Quality of Housing Appointments Meeting Standards Waiting Time for Housing CSI with Religious Programs	3.2 CSI or More 75% Satisfaction 100% Meeting Standard Less than 30 Days Greater than 3.2 CSI	BRBs, Internal Reports, Reports to Higher Headquarters, Survey Results
Provide & Manage Real Property	Well-Maintained Facilities Timely Response to Repair Requests Facilities Meeting Requirements	Customer Satisfaction Rates Service Order Response Rates ISR I Results	3.2 CSI or More Within 0-45 Days Greater than C-4 Rating	Results of ISR I, Survey Results, BRBs, Internal Reports
Support Readiness & Force Projection	Adequate/Available Child Care Families Prepared for Deployment Soldiers Equipped for Deployment Customer-Driven Training Ranges Adequate Training Aids/Materials	Unmet Child Care Requirements % Active Readiness Groups % of CIF Due-Outs Training Range Utilization % TASC Request Fulfilled	No Unmet Care 100% Units with Groups Less than 1.5% 50% Utilization 100% Fill Rates	BRBs, Internal Reports, Reports to Higher Headquarters, KPT Oversight
Support Community Youth	Quality Programs and Facilities Proactive Youth CMAA Actions Customer-Driven Programming Responsive Intervention Programs Effective Teen Programming	Accreditation of Programs Recidivism Rates Customer Satisfaction with CYS Effectiveness of Intervention Quality Assessment Scores	100% Accreditation Annually Reduce 2% Greater than 3.2 Annually Reduce 10% 22-48% Improvement	Quality Assessments, Inspections, Reports to Higher HQs, BRBs
Protect the Force	Timely Response to Fires Installation Security Effective Safety Programs Effective Presence of MP's Minimized Physical Security Threats	Fire Dept Response Timeliness Securitas Performance Annual Accident Rates Timeliness of MP Response % Physical Security Inspection	5-15 Minutes 95% Requirements Met 2% Decrease Within 15 Minutes 100% Inspection	Simulated Exercises, Internal Reports, Reports to Higher HQs, BRBs

Figure 6.1-3

internally involved in its production and delivery. These teams consider Customer requirements as identified in Figure 3.1-2, our position in the competitive market, as well as operational capabilities and directives to develop appropriate standards for performance metrics. This collective approach allows the 417th BSB to be preventive in our process design and introduce new products and services which are initially trouble-free, timely and meet both Customer and operational requirements. Our "Fussgängerzone" project at Leighton Barracks is a good example of this approach. The purpose of the project is to link all commercial areas with a pedestrian zone, which would make passage between retail facilities both comfortable and safe for our Customers. The design of this project incorporated input from such partners as the Army and Air Force Exchange Service (AAFES), Defense Commissary Agency (DeCA) and our Customers, to include Tactical Unit Commanders, and our higher headquarters. With completion scheduled for the end of the year, we will be able to cut the ribbon on a new service that is fully responsive to the needs of our Customers.

6.1b(1) The 417th Base Support Battalion key production and delivery processes, as well as some of their performance requirements and indicators, are identified in Figure 6.1-3.

6.1b(2&3) Cross-functional, pan-organizational, and multi-layered KPTs are responsible for the management, oversight, and control of key processes within the 417th Base Support Battalion. These teams were chartered in March 2000 as a result of benchmarking process management at Fort Benning, a Commander in Chief (CINC) and Chief of Staff of the Army (CSA) Army Communities of Excellence (ACOE) winner. Because the daily operation of our key processes crosses directorate boundaries, these teams are comprised of members from across the organization. For example, the Force Protection KPT is comprised of the Provost Marshal Office (PMO), the Directorate of Public Works (DPW), the Security, Plans, and Operations (S2/3),

Management of Key and Support Processes

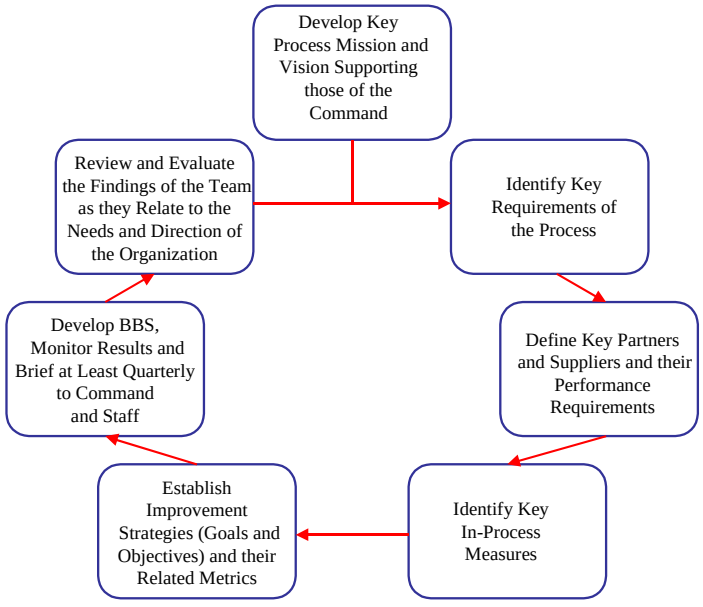

Figure 6.1-4

Safety, and ACOE Offices, with key partners and suppliers. These teams, as illustrated in Figure 6.1-4, collectively determine key Customer/stakeholder and operational requirements of the process and use these requirements to develop in-process measures and performance standards. They are also chartered to develop improvement strategies

Business Process	Process Requirements	Performance Indicators	2002 Targets	7.0 Ref	Control Strategies
Corporate Citizenship	Maintain Positive Relationships with and Provide for the General Well-Being of our Host Nation and Military Communities	CSI with Publicity % At Risk Behaviors Restoration of Contaminated Sites Accomplishment of Pollution Prevention Initiaves	>3.2 CSI 5% Decrease 55% Restored 30% Complete	7.4-64 7.4-65 7.4-60 7.4-62	Reports to Higher HQ, DRM Oversight, KSPO Oversight
Privatization	Cost Savings in Providing Utilities and Maintaining Infrastructure	Utility Privatization Status Wuerzburg Utility Privatization Status Kitzingen	80% Complete	7.2-7	COR Reports and Guidance, Reports to Higher HQ
Quality Improvement	Improve Quality and Delivery of all BSB Products and Services	APIC Self Assessment Scores	Increase 10% Annually	7.4-53	DRM Oversight, STAR Oversight, Labor Cost Reports, Budget Execution
Workforce Shaping	Maximize Use of TDA Authorizations Despite Drawdown	% Vacancies to Total Workforce Work Year Utilization Rates	7.3% 1:1	7.3-12 7.2-10	Labor Cost Reports, HRKSPO Oversight, Reports to Higher HQ
Information and Technology Management	Maximize Network Speed, Hardware and Software Upgrades Appropriate to Customer Needs	% of Networks w/Multi Directional Connectivity % of Machines Meeting Network Speed Standards % Machines Meeting Standards for Hard and Software Upgrade	100% 100% 10 Mbit 100% 750 Mhz	7.4-43 7.4-42 7.4-41	Automation KPT Oversight, Automation Work Prioritization, DITSCAP Process

Figure 6.2-1

and related metrics. With this determination, they ensure that in day-to-day operation of the process, our services meet the standards that have been developed. This is achieved through the 417th BSB's Balanced Business Scorecard (BBS) performance analysis, routine and special inspections, Customer feedback and In Process Reviews (IPRs). Other control strategies are identified in Figure 6.1-3.

Metrics related to the performance and improvement of key processes are identified in Figure 6.1-3 as well. These measures are all included in the 417th Base Support Battalion's BBS, as discussed in Category 4.0 which is the primary tool for senior leadership performance review. Key indicators are aggregated, weighted, and compiled to color code the performance of each Strategic Area. Green indicates that overall the process has achieved greater than 85% of the goals or standards, where amber is between 70% and 85% and red, below 70%. Annually, KPTs formally review the scorecard and use feedback from our CICs to ensure that there is always a strong linkage between stakeholder requirements, measures and standards.

6.1b(4) Costs associated with the inspection, testing, and auditing of our key processes are minimized using control strategies illustrated in Figure 6.1-3.

6.1b(5) The 417th Base Support Battalion employs four principal tools for the improvement of our key processes. Most significantly, through the Most Efficient Organization (MEO) study that the 98th Area Support Group (ASG) underwent, we have documented most of our key processes. Involving all levels of employees throughout the entire organization, this practice involved the identification of efficiencies within our daily operations, and prompted us to develop ways to streamline, increase productivity, and minimize necessary resources for the production and delivery of our products and services.

Additionally, we use the process illustrated in Figure 6.1-2 to seek out and integrate new technology into the daily operation of our processes to achieve even better performance. We also use Customer feedback, primarily from comment cards as an improvement tool.

Finally, we use comparative data as a stimulus to maximize the efficiency and effectiveness of our processes. For example, our Child and Youth Services (CYS) staff has benchmarked the Boys and Girls Club of America and adopted their criteria for quality middle school and teen programs (Figure 7.4-34).

6.2a(1-4&6) The 417th BSB key business processes, their requirements and performance indicators, and short-term goals are illustrated in Figure 6.2-1.

Proponency for the management of these processes differs significantly. For example, our Automation KPT is responsible for the management of the Information Technology process, our Facilities and Infrastructure KPT manages the privatization process, and Workforce Shaping is the responsibility of the Fiscal Stewardship KSPO. However, the same techniques used for design of these processes and the determination of key requirements, indicators, and in-process measures are the same used by KPTs (Figure 6.1-4). Related metrics are integral to the BBS performance measurement system, and are reviewed on a quarterly basis at the BRB. These results are shared with appropriate staff and agencies for overall organizational improvement.

6.2a(3) Costs associated with the inspection, testing, and auditing of our business processes are minimized using control strategies illustrated in Figure 6.2-1.

6.2b(1) The 417th Base Support Battalion key support processes with their requirements and in-process measures are illustrated in Figure 6.2-2.

6.2b(2-4) Just as KPTs manage the 417th Base Support Battalion key processes, KSPOs are charged with the oversight and improvement of our support processes. Because the responsibility for managing these processes is generally limited to one agency or directorate, the teams that

Key Support Process	Performance Requirements	Performance Indicators	7.0 Ref	Standards	Control Strategies
Financial Management	Provide Performance Data and Accounting Services, Monitor Overall Budget Execution and Increase Efficiency to Maximize Use of Resources	Workyear Utilization Budget Execution Rates CPMC Execution Rates Cost of Utilities Cost of Solid Waste Disposal NAF Net Income to Total Revenue	7.2-10 7.2-2-4 7.2-5 7.2-6 7.2-8 7.2-9	100% 100% by End of Fiscal Year 85 % by End of Fiscal Year $5.43 M $5.2 M 10% NIBD to Total Revenue	Internal Review and Audit Oversight, DRM Oversight, Reports to Higher HQ
Human Resource Management	Attract, Recruit and Sustain a Workforce that is Motivated, Efficient, Customer-Focused and Satisfied with Their Employment in the BSB	ECS Results Focus Group Survey Results Complaints Elevated to Command Recognition Equitability Hire Lag Time	7.3-2,3,5-10 7.3-6 7.3-11 7.3-2 7.3-12	3.2 Climate Index Greater than 7.5 < 8 per Quarter 30-40% of Workforce 7.3% Hire Lag Rate	DRM Oversight, CPAC and CPOC Oversight, Reports to Higher HQ
Environmental Management	Compliance with US and Host Nation Regulatory Requirements for Balancing Readiness with the Environment	ISR II Results # of Corrected ECAS Findings % of Trash Recycled % CAT I Asbestos Removal % Restoration Contaminated Sites Inspection Finding Resolution	7.4-56 7.4-57 7.4-58 7.4-59 7.4-60 7.4-55	Average all Pillars 2.21 90% Correction Triennially 50% Recycling of Trash Identify & Abate 75% Identify & Remediate 55% > 76% Corrected in 60 Days	Reports to Higher HQ, Collaboration with and Reports to Host Nation Agencies

Figure 6.2-2

the KSPOs lead are comprised of representatives from the internal staff. However, the same methods used to determine requirements, and design or redesign support processes are very similar to those used by the KPTs (Figures 6.1-1 and 6.1-4). The KSPO identifies and annually reviews Customers of the process and their requirements. This is done primarily with feedback that is received from our CICs. Partner, supplier and other operational requirements, such as regulatory guidance and directives are also defined. With this, the KSPO determines in-process measurements and their related standards. Improvement strategies in the form of goals and objectives and their related metrics are also defined. These measures are then aggregated, prioritized, and weighted to develop a scorecard, which determines how well day-to-day operation of the process is meeting established goals and standards. Like the key process scorecards, these results are color coded where green indicates that overall the process has met greater than 85% of the goals or standards, where amber is between 70% and 85%, and red, below 70%. The KSPO monitors the daily operation of these processes through the measures that are defined and they are reviewed at least quarterly during the BRB by the Command and the ESC.

In using the eight-step process to establish operational requirements, the KSPO ensures that support processes address Customer-driven requirements quantified in metrics relating to quality, quantity, timeliness, and cost. Through Command Group validation, the ESC and Systems Team for Analysis and Review (STAR) direction, partner and supplier review, and Customer approval, the 417th BSB Commander ensures that process owners comprehensively address operational requirements. His tools for analyzing and updating Customer requirements consist of the CICs (Figure 3.2-1), recurring Command inspections at the BSB, Area Support Group (ASG), and United States Army Europe (USAREUR) levels, quarterly BRBs, and recurring meetings with directors, partners, suppliers, the ESC and STAR. These in process measures gauge support process success against Customer-driven goals.

6.2b(5) Costs associated with the inspection, testing, and auditing of our support processes are minimized using control strategies illustrated in Figure 6.2-2.

6.2b(6) Key support processes are evaluated and improved through the same tools used to improve key processes (Figure 6.1-4). Both internal and external Customer feedback, through the CICs, is considered to make the process more responsive to Customer needs and new technology is actively sought for incorporation into these processes to make them

Strategic Area/Key Process	Partner/Supplier	Performance Requirements	Performance Indicators	7.0 Ref
Force Protection	Securitas Gate Guards Host Nation Fire Departments	Secure Access to Installations Timely Reaction to Fires	Performance Requirements Met Fire Response Time	7.4-20 7.4-14,15
Youth Programs	DoDDS 67th Combat Support Hospital ASACS	Quality Academic Programs Youth Intervention Programs Substance Abuse Intervention	Scholastic Achievement Scores Youth Recidivism Rates Incidents of Youth Misconduct	7.4-63 7.4-38 7.4-37
Quality of Life	AAFES 67th Combat Support Hospital	Customer-Driven Entertainment Accessible Health Care	Customer Satisfaction Scores % Appointments Meeting Standards	7.1-12 7.4-24
Force Projection & Readiness	TISA Prime Vendor Bundesbahn and BMCT	Fulfillment of Subsistence Requests Transportation for Deployment	TISA Fill Rates % Requests in Required Timeframe	7.4-4 7.4-2
Real Property Management	Standortverwaltung Various Maintenance Contractors	Base Maintenance of GAAF Maintenance of Quarters	ISR Ratings BOM Rates	7.4-52 7.4-49

Figure 6.3-1

more efficient. Additionally, throughout the MEO Study, we have documented and/or flowcharted most support processes in order to eliminate duplication of effort or unnecessary steps and improve cycle time. We also use competitive comparisons as a springboard for process improvement. Some significant improvements recently applied to KSPs are the development and implementation of Individual Development Plans (IDPs) and the establishment of mandatory career counseling for General Schedule (GS)-11 (or equivalent) and above civilians to improve our approach to Human Resource Management, and the development of a Separation or Recycling of Trash (SORT) enforcement guide to assist community residents in improving our SORT rates.

6.3a(1) The 417th Base Support Battalion relies heavily on a wide range of partners and suppliers who provide a diverse range of products and services. From health care to retail services to base support, these agencies are critical to the daily operation of the 417th BSB and the effective management of their processes is key to our overall success. Figure 6.3-1 identifies some of these partners and suppliers, the services they provide, their key requirements and performance indicators.

6.3a(2&3) Performance requirements for partners and suppliers are developed during the third step of our eight-step design process. At this step, partners and suppliers ensure that the proposed plan is consistent with their capabilities and that the metrics that will define performance are mutually understood. Key Process Teams and KSPOs, as part of the Strategic Planning Process (SPP) and as illustrated in Figure 6.3-2, are chartered with the annual review of these criteria to ensure they continue to meet the changing needs of the organization. Additionally, KPTs, KSPOs or in the case of contracted suppliers, Contracting Officer's Representatives (CORs), are responsible for monitoring these measures in routine performance reviews, such as the BRB, contractors' meetings or IPRs, and ensuring compliance with the established standards. Feedback on the results of these reviews is provided to the partner or supplier and, if issues or concerns are raised, the KPTs or KSPOs address them through the appropriate channels.

6.3a(4&5) The interactive process involving both the 417th Base Support Battalion and our partners and suppliers in developing performance requirements, indicators and standards, and the practice of involving them in our performance reviews acts as a platform for the minimization of time and resources involved in overseeing their processes. For example, the DPW not only includes the Standortverwaltung (STOV), which is the contractor responsible for the maintenance of facilities and infrastructure at Giebelstadt Army Airfield (GAAF), treats them as staff members in the directorate, including them in regular performance meetings, such as DPW staff calls. This creates significant alignment in determining the priorities of the 417th BSB, in measuring how effectively we are accomplishing them and also enables us to more effectively cope with diminishing resources available for the maintenance and repair of our facilities.

In 1998 when funding became available for the construction of a consolidated in and out-processing center, a team comprised of 417th BSB staff and partners who would also occupy the building, such as the 38th Personnel Services Battalion (PSB), the 67th Combat Support Hospital (CSH), and 106th Finance Battalion was created to determine space and other technical requirements necessary to assist in the design and delivery of this service. Opened this year, the center was introduced to the community both defect-free and meeting the requirements of our Customers and partners.

Defining Partner/Supplier Requirements

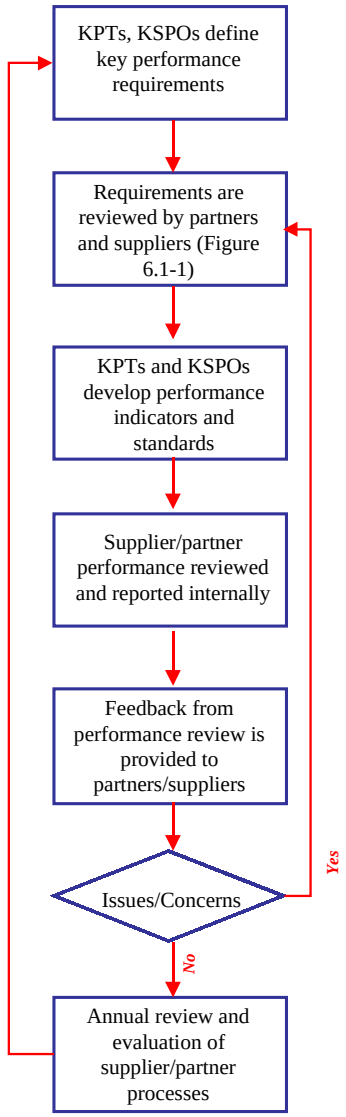

Figure 6.3-2

In some cases where official contracts with our suppliers exist, formal agreements offer financial incentives and business assistance to be provided by the 417th BSB in order to increase the efficiency of contractor performance. 'Split Savings' clauses are written into the contracts of those agencies that provide us our utilities. As utility costs decrease with improvements to the respective systems, those savings are shared with the contractors. This made, in many cases, the capital investment of prioritizing utility systems feasible for these agencies (Figure 7.2-7).

Additionally, we include most key partners and suppliers in our annual Customer Climate Survey (CCS) and encourage them to participate in our Customer Comment Card Program (CCCP). Not only does this practice provide our partners and suppliers with valuable feedback from the end-user, but it also allows us to more closely monitor their performance.

6.3a(6) The greatest improvement in managing partner supplier processes was accomplished with the establishment of KPTs and KSPOs. With the identification of partner/supplier key requirements, performance indicators, and standards included in their chartered objectives, and with the integration of partner/supplier results into our BBS performance measurement system, the 417th Base Support Battalion has developed a sound and comprehensive approach to improving these processes and ensuring they are kept current with our business needs.